

Report to the Financial Planning and Investment Committee

Information Item

TOPIC: 2015-16 Q3 Report and Year End Forecast

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Brian Hutchings, Vice-President, Administration
Bryan Boles, Associate Vice-President, Finance

This report contains forward looking information. It is the accumulation of financial information obtained from Unit budget developers across the University. In preparing the 2015-16 forecast, certain assumptions and estimates were necessary. These assumptions and estimates are based on information available to Unit budget developers at the time of preparing the 2015-16 forecast. Users of this information are cautioned that actual results may vary. All figures are in ('000s) unless otherwise stated.

BACKGROUND

On May 7, 2015 the Board of Trustees passed a two part motion as follows:

“That the President be given a mandate to:

1. Ensure the University funding budget for 2015-16 and all subsequent years are prepared and presented as balanced. If a balanced funding budget cannot be achieved when presented to the Board of Trustees for approval, the deficit can be presented as a mitigation target provided a plan to achieve the mitigation target is included.
2. Manage the affairs of the University in order for it to achieve, or do better than, the funding budget.”

The Board of Trustees motion is consistent with the Board of Trustee and Senate endorsed Integrated Strategic Plan, specifically strategic priority #7 - Practice accountability, fiscal responsibility, and stewardship.

This topic sheet serves to provide this committee an update on progress towards achieving this mandate. This topic sheet follows a similar format as Q2 this year.

Readers of this report are encouraged to read this topic sheet in its entirety, including the appendices.

REPORT

Summary

The appendices attached contain detailed information with respect to the University's financial results to date that can be summarized as follows:

Funding Budget

	2015-16 Budget	2015-16 Forecast	Difference
Revenue	297,093	299,315	(2,222)
Expense	(301,030)	(296,965)	(4,065)
	(3,937)	2,350	(6,287)
Mitigation	3,937	-	3,937
Funding Surplus (Deficit)	NIL	2,350	(2,350)

The University is currently forecasting a funding budget surplus of \$2,350 thanks to the work of many throughout the University.

At this point and based on the information currently available to management it is anticipated that we will achieve the Board of Trustees mandate of a balanced budget or better in fiscal 2015-16. This said, mitigation efforts will remain in effect as these measures are a key driver of the balanced budget objective.

Readers of this report may question, if we do achieve this forecast where will the surplus be reinvested? The fiscal framework identifies "The best investment is an investment in ourselves. Where future liabilities are identified it is expected reserves will be established to cover their cost." In addition the fiscal framework "supports the immediate reinvestment of revenue back into the University to support initiatives related to recruitment, retention and risk mitigation (i.e. pension, employee future benefits, litigation)."

In this respect, recognizing the forecasted surplus, recruiting units have been asked to come back to the Budget Committee to discuss any initiatives that could be funded to support enrolment. Should the University experience the projected surplus at year end, consideration will be given to funding identified deferred maintenance of \$2,100 on the Goodman School of Business (GSB) building that is not currently contemplated within the project funding envelope. Doing this deferred maintenance work at the same time as the rest of the planned construction on the GSB building could reduce future disruption and be more economical. Any additional surplus would then be used to top up the Provost strategic initiative fund and then repay debt and support the employee future benefits reserve.

Highlights

Some highlights from the financial variance analysis, in no particular order include:

Highlighted Areas	Comments
Goodman School of Business (GSB) FTE's	<p>Identified in the student fee discussion below, the forecasted student tuition revenue in GSB is down \$1,088 (Q2 - \$1,770) from budget.</p> <p>While student tuition revenue is up from the prior year, the primary driver for the miss is the number of international students is down from budget by approximately 56 students.</p> <p>In Q2 it was noted that "GSB missed budget." After further discussions with the Interim Dean of GSB, the Registrar's Office and International Marketing and Development it is clear that there were some significant gaps in communication.</p> <p>This speaks to the Provost's message that there is only "One Brock". It is very important to have a coordinated strategy on enrolment and retention. Small deviations can have significant impact.</p>
Personnel Cost	Overall personnel costs are forecasted to be \$4,162 below budget. In addition to the part-time budget differential noted below, this reduced forecast is the result of a number of mitigation efforts, such as savings from variances, delayed hiring, reduced replacement salaries, voluntary reduction, etc.
Part-time budgets	The part-time budgets are currently forecasted to be below budget by \$908 (Q2 - \$704). This differential is consistent with actual year end result from 2014-2015
English as a second language	The ESL program is forecasting to miss their budgeted contribution before overhead by \$744 (Q2 - \$859). They will still contribute \$1,394 (Q2 - \$1,279) before overhead and costs of space. This comes after some growth experienced in 2013-14. This said, if we compare to 2012-13, revenue is forecasted to be down by \$470 to \$5,031 and the contribution by \$83 from \$1,477.
International enrolment	Forecasted international FTE's are down 1.73% when early reports suggest international enrolment across Universities in the province increased 10%. Last year there was a prolonged void of a Director of International Market Development which has since been rectified. This said, early indications suggest in-take goals were met, so a review is underway to determine other factors such as retention. It is interesting that this trend was identified as early as the spring/summer enrolment numbers.
Grant Revenue	Forecasted grant revenue is over budget by \$2,199 mainly as a result of operating grants as well as the Teacher Education Transition Grant. See the grant revenue explanation below for further details.

Financial Health Metrics

New to this topic sheet in Q2 of last year were the following financial health metrics relevant to the University's credit rating. Additional information on each of the financial metrics can be found in Appendix #1. These financial health metrics are as follows:

	Brock			Median*		Average*	
	Q3 Forecast	April 2015	April 2014^	April 2015	April 2014^	April 2015	April 2014^
Primary reserve ratio	12.1%	10.7%	3.4%	25.2%	28.2%	28.0%	22.6%
Debt burden ratio	3.1%	3.2%	3.6%	2.8%	2.0%	3.0%	2.8%
Interest burden %	2.6%	2.7%	2.5%	1.9%	1.8%	1.6%	1.6%
Interest coverage	3.0	4.55	2.39	6.8	9.0	6.29	7.05
Viability ratio	23.3%	19.8%	7.0%	91.6%	78.9%	89.0%	69.5%
Employee future benefits per student	(\$0.62)	(\$0.61)	(\$2.23)	(\$3.40)	(\$4.59)	(\$3.55)	(\$4.37)
Endowment per student	4.52	\$ 4.34	\$ 3.99	\$7.88	\$7.26	\$7.44	\$6.97

* Calculated using financial information from 14 other Comprehensive Universities.

^ Metrics have been adjusted to account for reclassifications and restatements of Brock and certain Universities in the comparator group.

Statement of Operations Metrics

The following statement of operating metrics were developed to identify areas of strength and improvement.

by student headcount	Brock			Median*		Average*	
	Q3 Forecast	April 2015	April 2014^	April 2015	April 2014^	April 2015	April 2014^
Student fees (primarily tuition)	8.2	7.75	7.23	8.20	7.89	7.79	7.62
Grant	6.09	5.91	5.92	10.52	10.61	11.09	11.36
Personnel costs	10.61	10.26	10.33	12.89	13.29	13.36	13.37
Scholarships	0.86	0.94	0.96	1.14	1.14	1.38	1.42
Interest on long-term debt	0.40	0.40	0.39	0.31	0.27	0.28	0.27
Investment income	0.06	0.09	0.09	0.67	0.58	0.67	0.65

* Calculated using financial information from 14 other Comprehensive Universities

^ Metrics have been adjusted to account for reclassifications and restatements of Brock and certain Universities in the comparator group.

The financial health metrics in the table above can be explained as follows:

Financial Health Metrics	Fiscal Framework Response
The primary reserve ratio refers to the amount cash available to cover operations. It identifies at year end we forecast approximately 44 days of expendable reserves.	1
The next two ratios describe how we utilize a greater proportion of our annual operating expense to fund debt obligations.	2
The interest coverage ratio has been improving; however, trails behind our peers.	1
The viability ratio is essentially how much of our debt could be paid off with expendable resources. The average institution in our category could pay off all their debt with expendable resources; whereas, Brock can only pay off approximately 23% and therefore is more vulnerable to unplanned events.	1
Employee future benefits per student acknowledges certain obligations are owed to certain employees in the future when they retire or cease employment. The negative balance here represents the fact that the obligation is larger than the actual cash set aside to pay these benefits. This metric indicates our future obligation is less “worse” than other institutions.	3
Endowment per student can be a signal to external support for the institution and potential relief from the operating budget as other stable funding is available to support areas of the institution’s mission.	4

1 - Only unencumbered cash is planned to be reinvested in the University so only modest improvement in this ratio is planned, interrupted by periods of significant planned debt repayment starting in fiscal 2020.

2 - Debt payments are fixed so these metrics are anticipated to remain fairly constant until periods of significant planned debt repayment starting in fiscal 2020.

3 - The fiscal framework includes an additional \$900 each year (above in-year required expenses) to establish a fund for post-retirement benefits. The pension plan is currently fully funded on a solvency and going concern basis but remains one of the primary risks identified in the fiscal framework.

4 - The fiscal framework includes strong policy surrounding endowment management and supports growth through advancement going forward.

The statement of operations metrics in the table above are all calculated on a student headcount basis and can be explained as follows:

Statement of Operations Metrics	Fiscal Framework Response
<p>Our student fees are in the average range of other comprehensive Universities. When we review all Ontario Universities we find ourselves slightly below the average. One reason for this is we have lower ancillary fees.</p>	<p>The fiscal framework supports pricing tuition in the median range of Ontario Universities.</p>
<p>The sum of all grants we receive for undergraduate and graduate students as well as research when calculated on a per student headcount basis is the lowest of other comprehensive Universities. When we review all Ontario Universities we also find ourselves with the lowest or close to the lowest grants on a per student headcount, BIU and full-time equivalent basis. This speaks to a commonly misunderstood assumption that all students are funded on a variable basis from the Province based on the BIU funding formula. If this were the case, we estimate we should expect to receive approximately \$9.7 million in additional funding based on information available as of April 2015. The fact is the majority of the grant funding from the Province are fixed with no inflationary increase.</p>	<p>If we received the \$9.7 million identified and the majority was deployed to non-personnel areas, our personnel and non-personnel expenses as a percentage of our total expenses would match other Ontario comprehensive Universities. In the absence of this funding the fiscal framework suggests the following annual personnel cost increase targets 0% 2016-17; 1% 2017-18 to 2019-20.</p>
<p>Personnel costs mirror grants as the lowest on a per student basis when compared to other comprehensive Universities. When we review all Ontario Universities we are also the lowest. Important to note is that this metric does not specifically speak to any one reason (i.e. compensation levels of individuals, productivity or employee levels). If one takes a closer look at the discrepancy between the average grant per student headcount and personnel costs per student headcount one should conclude the personnel costs are either too high or the grant needs to be increased significantly.</p>	<p>When reviewing grants it is important to note the operating grant is not the only component of the gap between Brock and other comprehensive institutions. The largest component of the gap is related to lower research funding. The fiscal framework provides for funding to support research - at this time it does not comment on how those funds are deployed.</p>
<p>The interest on long-term debt measure is in-line with the financial health metrics and is expected. This is a key reason for the proposed debt reduction strategy.</p>	<p>Debt payments are fixed so this metric is anticipated to remain fairly constant until periods of significant planned debt repayment starting in fiscal 2020.</p>
<p>The investment income measure does not speak to investment performance but only to absolute dollars of investment income. It is in-line with the financial health metrics and expected given the low level of reserves we have.</p>	<p>Unencumbered cash is planned to be reinvested in the University so only modest improvement in this ratio is planned, interrupted by periods of significant planned debt repayment starting in fiscal 2020.</p>

Management Discussion and Analysis of the Funding Budget and Forecast

The information obtained by way of this forecast will be used to guide future budget discussion.

Student fees (Budget of \$151,030 and Forecast of \$151,379)

Student fees are currently forecasted slightly ahead of budget. Some key observations are as follows:

1. Co-op revenue is showing a forecasted increase of \$302 over budget of \$1,168.
2. The Goodman School of Business MBA ISP tuition is forecasted to beat budget by \$368
3. Offset by the fact that ESL has experienced a significant decline in enrolment. ESL revenue is currently forecasted \$1,017 below budget of \$6,049.

It is important to note that the success of Applied Health Science will likely require additional future investment given their metrics indicate they have the highest student to Faculty ratios in the University. Presently the Faculty is forecasting to be slightly under budget for fiscal 2015-16 but going forward this Faculty will likely require additional resources.

This tuition information is illustrated in the chart below.

		Budget	Forecast	Over/(Short)
Undergraduate and Graduate (Domestic and VISA) Tuition Revenue <i>This revenue budgeted in "Global"</i>	Applied Health Science	\$20,889	\$22,285	1,396
	Goodman School of Business	31,862	30,774	(1,088)
	Faculty of Education	5,881	6,411	530
	Humanities	11,618	11,941	323
	Math & Science	14,086	14,183	97
	Social Science*	41,384	41,620	236
	No Identified Faculty	983	371	(612)
	Sub total	\$126,703	\$127,585	\$882
ISP Tuition Revenue <i>This revenue is budgeted in the Faculty's</i>	Goodman School of Business	7,373	7,620	247
	Faculty of Education	1,724	1,410	(314)
	Math & Science	75	-	(75)
	Social Science	190	163	(27)
	Sub total	\$9,362	\$9,193	(\$169)
	Other (includes ESL)	7,776	7,154	(622)
	Total	\$143,841	\$143,932	\$91

*Note: Social Science figures above include students registered as Undeclared Arts.

On a per student basis the following are estimated FTEs for fiscal 2015-16 and actual for 2014-15:

	Grant Eligible			Grant Ineligible			Total FTEs		
	2015	2014	Change	2015	2014	Change	2015	2014	Change
Spring/Summer	1,798	1,696	6.01%	972	996.5	-2.46%	2,770	2,693	2.88%
Fall	7,368	7,441	-0.99%	1,297	1,340	-3.21%	8,665	8,781	-1.32%
Winter	7,121	7,272	-2.08%	1,329	1,306	-1.76%	8,450	8,578	-1.49%
Total	16,287	16,409	-0.74%	3,598	3,642	-1.22%	19,885	20,052	-0.83%

Note: 2015 figures are forecasted for fiscal 2015-16 at the end of February and the 2014 figures are actual for fiscal 2014-15.

Grant revenue (Budget of \$91,014 and Forecast of \$93,213)

Forecasted grant revenue is above budget due to the Undergraduate Accessibility Fund which over budget by approximately \$600 due to the fact that the budget was based on a drop in undergraduate FTEs of 139 vs. 2014-15 actuals, however the forecast is showing a drop of only 63.5 FTEs. In addition, there is a mix change in enrolment resulting in flat BIUs vs. the budget which forecast BIUs to be down consistent with FTEs. In addition, falling short on international enrolment resulted in a decrease in the International Student charge of \$230 (note: the decrease is offset in the student fees) paid to the Ministry. Furthermore, the Teacher Education Transition grant is greater than budgeted by \$1,000.

Other revenue, including internal chargebacks (Budget of \$55,049 and Forecast of \$54,724)

Forecasted other revenue is in-line with budget. Some significant activity includes the campus store forecasting revenue to be down \$1,216 which is partially being offset by Financial Service charges for late student payments and Athletic team revenue.

Personnel costs (Budget of \$199,967 and Forecast of \$195,805)

Forecasted personnel costs are slightly less than budget. This is expected given the mitigation measures currently in place and consistent with past experience.

An observation noted is at January 31st is that personnel costs are 72.7% (Prior year - 72.4%) spent to forecast.

Operating costs (Budget of \$101,063 and Forecast of \$101,159)

Forecasted operating costs are in-line with budget. Some significant investment activity includes \$400 in the library acquisition budget to support required journals and to offset foreign exchange impacts to purchasing power, \$469 in repairs & maintenance and capital replacement mainly related recreation services and the Faculty of Applied Health Sciences. Some significant offsetting reductions include the campus store forecasted operating costs down \$775 and scholarships down \$551 (Graduate Studies - \$300 and SAFA - \$166).

An observation noted is at January 31st is that operating costs are 74.6% (Prior year - 71%) spent to forecast. The increase in spend to date over prior year is mainly a result of the timing of funding capital and related projects.

Forecasted Funding Budget Presented in Accordance with Canadian Accounting Standards for Not-for-profit Organizations (“NFPS”)

	2015-16 Budget	Forecast	Difference
Revenue	309,808	311,545	1,737
Expense	(311,391)	(307,963)	3,428
	(1,583)	3,582	5,165
Mitigation	3,937		(3,937)
Surplus	2,354	3,582	1,228

The management discussion and analysis presented with respect to the funding budget holds true for the NFPS presentation above when coupled with the adjustments denoted in Appendix #5.

APPENDICES

- Appendix 1** - Forecast Development & Risks (1 page)
- Appendix 2** - Consolidated Budget and Forecast (Funding Budget) (2 pages)
- Appendix 3** - Units Budget and Forecast (Funding Budget) (2 pages)
- Appendix 4** - Capital and Related Projects Program (8 pages)
- Appendix 5** - Forecasted Funding Budget Presented in Accordance with Canadian Accounting Standards for Not-for-profit Organizations (“NFPS”) (2 pages)

Appendix #1 – Forecast Development & Risks

Relevant to understanding the close process is that it was performed on a cash basis, not an accrual basis.

Forecasted Development

January 12, 2016	Third quarter accounting close and forecasting procedures were communicated. These procedures were updates from the previous quarter and year procedures. The procedures provided timelines and discussed purchase orders, travel and expense claims, procurement cards, cash deposits/receipts, internal charges, etc.
February 2, 2016	All remaining third quarter accounting transactions were due to Finance by noon.
February 4, 2016	Financial Services closed the general ledger for the third quarter.
February 12, 2016	All forecasts were due to Finance by end of day.
November 12, 2015 to report completion	Financial Services worked with budget developers throughout the University to review their forecasted inputs and summarize the third quarter forecast in this topic sheet.

Other Assumptions

For the purpose of this report working capital along with the internally restricted net assets have all been forecasted to remain constant unless specifically identified in this report.

Forecast Risks

Noted at the beginning of this topic sheet is that the information contained in this topic sheet is forward looking. The assumptions and estimates are based on the availability of information available to Units at the time of preparing this forecast.

Some specific risks include changes to government policy, legislation, enrolment, course offerings.

Additional Financial Resources

Audited financial statements	http://www.brocku.ca/finance/university-financial-information/audited-statements
Budget reports	http://www.brocku.ca/finance/university-financial-information/budget-reports
Quarterly Reports and Forecasts	http://www.brocku.ca/finance/university-financial-information/quarterly-reports-and-forecast
Budget guidance & schedule along with a video called "Brock Financials Explained...A Student Initiative"	http://www.brocku.ca/finance/faculty-and-staff/budgeting

Appendix #2 – Consolidated Budget and Forecast (Funding Budget)

The following is the funding budget in-year activity and forecast:

	2014-15 Funding Actual	2015-16 Funding Budget	Activity from May 1 to Jan 31	Forecast for Feb 1 to April 30	2015-16 Funding Budget Forecast @ April 30
Revenue					
Student fees	145,946	151,030	152,385	(1,006)	151,379
Grant revenue	94,594	91,014	60,265	32,948	93,213
Internal chargebacks	7,111	7,689	6,058	1,247	7,305
Other revenue	51,134	47,360	40,746	6,672	47,418
Total revenue	298,785	297,093	259,455	39,861	299,315
Expenses					
Personnel costs	(193,865)	(199,967)	(142,377)	(53,429)	(195,806)
Operating costs	(97,406)	(101,063)	(77,537)	(23,622)	(101,159)
Total expenses	(291,271)	(301,030)	(219,914)	(77,051)	(296,965)
Funding (deficit) /surplus before mitigation target	7,514	(3,937)	39,540	(37,190)	2,350
Mitigation target	-	3,937	-	-	-
Funding (deficit) / surplus	7,514	NIL	39,540	(37,190)	2,350

Note: The funding budget is prepared on a cash receipts / disbursement accounting basis and recognizes transfers to/from reserves and other funds as expenses. An example of this is the \$10,000 budgeted for the capital and related projects program has been recorded in the funding budget as an operating expense. These funds were transferred to the capital fund. As a general rule by ensuring the funding budget balances the University can ensure it has not overextended itself and has the actual cash to pay for planned initiatives.

In this respect the University maintains a number of internally restricted reserves that can be found on the audited financial statements as follows:

	Sinking fund	Capital and infrastructure projects and reserves	Operating project accounts	Research funds with no external obligations	Start- up funds	Professional expense accounts	Employee Future Benefits (EFB)	Debt reduction	Contingency Reserve	Strategic Initiative fund	Encumbrance Reserve
Opening Balance	5,462	10,339	1,647	1,538	913	2,444	887	475	4,500	1,000	675
Forecast Increase/ (Decrease)	309	(4,184)	-	-	-	-	900	475	-	-	-
Total	5,771	6,155	1,647	1,538	913	2,444	1,787	950	4,500	1,000	675

As noted, a forecast has been produced for the internally restricted reserves. The forecast for the operating project accounts, research with no external obligations, start-up funds, professional expense accounts, contingency reserve, and the encumbrance reserve has been set at no change. While funding from the funding budget does exist for these reserves, examples include \$2,444 in professional expense accounts, the expectation is an equal amount of spending will occur. This is an assumption noted in Appendix #1 and reflects the fact that these accounts are the sum of smaller accounts often tied to collective agreements or small projects with no external obligations. In this respect spending is always restricted to funds available but individuals tied to these accounts do not forecast activity. At a consolidated University level it is anticipated that a reserve balance will always be carried in these funds which will be materially consistent year to year. The strategic initiative fund is also forecast for no change; however the Provost has been informed that this fund is available for allocating to

strategic projects in 2015-16 and future years, given that at this point and based on the information currently available to management, it is anticipated that we will achieve a balanced budget in fiscal 2015-16.

Additional detail at Q3 regarding the capital fund balances are summarized as follows:

	FM	ITS	Capital Fund	Source
Opening Balance	6,846	3,493	10,339	Audited FS
Transfer from the funding budget (<i>recorded as an expense in operating costs in the table above</i>)	7,500	2,500	10,000	2015-16 Budget / Appendix #4
Goodman School of Business	22,000	-	22,000	Board of Trustees Approval
Goodman School of Business	2,000		2,000	Board of Trustees Approval
Pledged funding for the Artificial Turf field	1,500	-	1,500	2015-16 Budget
Additional external funding (Gateway sign)	95	-	95	CIC Report June 2015
Additional funded projects Q2	153	99	252	Appendix #4
Forecasted spending fiscal 2015-16	(12,517)	(4,714)	(17,231)	Appendix #4
Transfer of FM reserve to ITS	(2,050)	2,050	-	Future planning decision
	25,527	3,428	28,955	
Less: Funding projected to be recorded as deferred revenue or pledges outstanding	(22,800)	-	(22,800)	Appendix #4
Forecasted Ending Balance	2,727	3,428	6,155	
Components				
Work-in-progress	2,774	1,369	4,143	Appendix #4
Contingency Reserve	(47)	9	(38)	Appendix #4
ITS Reserve*	-	2,050	2,050	Appendix #4
Total	2,727	3,428	6,155	

* The \$2,050 reserve is \$1,000 allocated to be spent on the proposed projects in fiscal 2015-16, with the remaining \$1,050 representing an unallocated reserve for ITS.

The above does not reflect major capital projects approved prior to fiscal 2014-15 like the Marilyn I Walker School of Fine and Performing Arts building and Sir Isaac Brock statue. On a go-forward basis all capital and related projects are going through this fund; however, recognizing the previously approved major capital projects are fully funded through grant, donation or debt issuance and have no statement of operations impact, they have been left to be reported by Facilities Management through the Capital Infrastructure Committee.

Appendix #3 – Units Budget and Forecast (Funding Budget)

The following summary presents year over year budget and actual comparisons.

Responsibility Centres	2014-15 Budget	2014-15 Actual	Change	2015-16 Budget	2015-16 Forecast	Change
Teaching Faculties						
Faculty of Applied Health Sciences	(16,825)	(16,430)	395	(17,863)	(17,503)	360
Goodman School of Business	(16,755)	(16,874)	(119)	(17,811)	(17,396)	415
Faculty of Education	(14,905)	(13,402)	1,503	(14,050)	(13,819)	231
Faculty of Humanities	(20,791)	(20,293)	498	(21,310)	(20,526)	784
Faculty of Mathematics and Science	(19,955)	(19,078)	877	(20,033)	(19,891)	142
Faculty of Social Sciences	(34,288)	(32,935)	1,353	(34,735)	(34,118)	617
Total Teaching Faculties	(123,519)	(119,012)	4,507	(125,802)	(123,253)	2,549
Academic Support						
Faculty of Graduate Studies	(1,263)	(1,237)	26	(1,222)	(1,214)	8
Library	(7,943)	(7,507)	436	(8,037)	(8,260)	(223)
Research Services	(2,502)	(2,492)	10	(2,457)	(2,398)	(59)
Centre for Pedagogical Innovation	(1,163)	(913)	250	(1,011)	(971)	40
Centre for the Arts	(721)	(508)	213	(766)	(823)	(57)
Total Academic Support	(13,592)	(12,657)	935	(13,493)	(13,666)	(173)
Student Specific						
Student Services	(4,972)	(4,478)	494	(4,869)	(5,677)	(808)
Co-op, Career Services & Experiential Learning	(768)	(425)	343	(950)	(459)	491
Recreation Services and Athletics	(956)	(762)	194	(999)	(1,181)	(182)
Total Student Specific	(6,696)	(5,665)	1,031	(6,818)	(7,317)	(499)
Shared Services						
Leadership	(3,387)	(3,168)	219	(3,222)	(3,247)	(25)
Financial Services	(2,301)	(2,469)	(168)	(2,273)	(2,296)	(23)
Information Technology Services	(6,868)	(6,663)	205	(7,152)	(7,110)	42
Human Resources	(3,171)	(2,922)	249	(3,305)	(3,065)	240
Marketing and Communications	(1,574)	(1,533)	41	(1,722)	(1,821)	(99)
Alumni Relations and Development	(1,977)	(1,313)	664	(1,713)	(1,714)	(1)
University Services	(356)	(262)	94	(343)	(362)	(19)
Shared Service Support	(1,348)	(1,410)	(62)	(1,437)	(1,384)	53
Total Shared Services	(20,982)	(19,740)	1,242	(21,167)	(20,999)	168
Ancillary						
Ancillary Operations	4,498	4,355	(143)	4,729	4,298	(431)
Department of Residences	663	2,197	1,534	934	1,422	488
Total Ancillary	5,161	6,552	1,391	5,663	5,720	57
Space						
Facilities Management	(13,701)	(13,402)	299	(15,281)	(15,129)	152
Campus Security Services	(1,851)	(1,765)	86	(2,346)	(2,313)	33
Hybrid Space	68	241	173	191	190	(1)
Utilities, Taxes and Insurance	(7,517)	(6,378)	1,139	(7,329)	(7,341)	(12)
Financing	(6,483)	(5,446)	1,037	(5,652)	(5,639)	13
Total Space	(29,484)	(26,750)	2,734	(30,417)	(30,232)	185
Global						
Scholarships, Bursaries & Student Awards	(13,820)	(13,476)	344	(14,855)	(14,430)	425
Capital	(6,302)	(8,167)	(1,865)	(6,458)	(6,564)	(106)
Global	207,659	208,057	398	211,024	214,736	3,714
PDR allocation	(1,646)	(1,628)	18	(1,615)	(1,645)	(30)
Total Global	185,891	184,786	(1,105)	188,096	192,097	4,001
Overall Total	(3,221)	7,514	10,735	(3,938)	2,350	6,288

Note: The overall total above ties directly to the 2015-16 Budget Report and 2014-15 Annual Report. There have been some adjustments between Global and the other units in the 2015-16 budget as a result of certain costs being budgeted in Global and subsequently allocated to units. In addition, the PDR allocations have been removed from the units to reflect budget to actual as budget developers manage. In adjusting these expenses it assists in year over year comparisons.

2014/15 & 2015/16 LONG TERM CAPITAL PLAN (NON IT)						
COMPLETED PROJECTS						
Project Name	Budget Year	Approved Funding (A)	14/15 Actual Costs (B)	Total 15/16 Actual Costs to February 4, 2016 (C)	Project Variance (A-B-C)	Cost at Completion
Campus Entrance Sign Renewal	14/15	\$ 30,000	\$ 6,730	\$ -	\$ 23,270	\$ 6,730
Sculpture Relocation	14/15	\$ 40,000	\$ 32,471	\$ -	\$ 7,529	\$ 32,471
Facility Condition Audits (VFA)	14/15	\$ 75,000	\$ 75,541	\$ -	\$ (541)	\$ 75,541
Project Management Expenses	14/15	\$ 152,040	\$ 148,767	\$ -	\$ 3,273	\$ 148,767
Podium Roof - Phase 1	14/15	\$ 110,000	\$ 109,226	\$ -	\$ 774	\$ 109,226
Thistle Door Replacements	14/15	\$ 33,030	\$ 41,081	\$ -	\$ (8,051)	\$ 41,081
BUSU Roof Replacement	14/15	\$ 280,460	\$ 280,460	\$ -	\$ -	\$ 280,460
Cairns East Entrance Door Replacement	14/15	\$ 46,370	\$ 69,814	\$ 25,042	\$ (48,486)	\$ 94,856
Village Courts 10, 11, 12 Roof Replacement	14/15	\$ 125,000	\$ 142,490	\$ -	\$ (17,490)	\$ 142,490
Schmon Tower Lobby Millwork	14/15	\$ -	\$ 19,911	\$ -	\$ (19,911)	\$ 19,911
Aquatic Centre - Final Costs	14/15	\$ 8,190	\$ 10,796	\$ -	\$ (2,606)	\$ 10,796
Lowenberger Kitchen AHU Replacement	14/15	\$ 325,000	\$ 299,122	\$ -	\$ 25,878	\$ 299,122
High Voltage Equipment Renewal	14/15	\$ 75,000	\$ 64,372	\$ 9,917	\$ 711	\$ 74,289
Thistle Make-up Air Upgrade	14/15	\$ 27,000	\$ 19,304	\$ -	\$ 7,696	\$ 19,304
Schmon Tower Elevators	14/15	\$ 26,400	\$ -	\$ 27,278	\$ (878)	\$ 27,278
East Academic Seminar Room A/V Renewal	14/15	\$ 117,000	\$ 108,279	\$ -	\$ 8,721	\$ 108,279
Faculty of Math & Science Paint Booth Code Compliance	14/15	\$ 70,000	\$ 68,680	\$ -	\$ 1,320	\$ 68,680
Faculty of Math & Science Nitrogen Room Upgrades	14/15	\$ 30,000	\$ 61,542	\$ -	\$ (31,542)	\$ 61,542
Facility Improv. To Support ITS Classroom Improv.	14/15	\$ 40,000	\$ 25,427	\$ -	\$ 14,573	\$ 25,427
WH 311	14/15	\$ 8,000	\$ 8,138	\$ -	\$ (138)	\$ 8,138
WH 327	14/15	\$ 85,000	\$ 86,612	\$ -	\$ (1,612)	\$ 86,612
WH 324 (tiered classroom) - Ph1 Design	14/15	\$ 20,000	\$ 15,720	\$ (5,169)	\$ 9,449	\$ 10,551
Isaac Brock Boulevard Transit Waiting Area Impr.	14/15	\$ 64,700	\$ 58,404	\$ -	\$ 6,296	\$ 58,404
BRIC Watermain Replacement - Additional Expenses	14/15	\$ -	\$ 8,554	\$ -	\$ (8,554)	\$ 8,554
B Block Level 300 Network Upgrades	14/15	\$ 70,000	\$ 56,152	\$ (191)	\$ 14,039	\$ 55,961
South Block Wireless Upgrading	14/15	\$ 50,000	\$ 49,282	\$ -	\$ 718	\$ 49,282
Campus Wireless Upgrading	14/15	\$ 28,100	\$ 27,999	\$ -	\$ 101	\$ 27,999
Plaza - 513	14/15	\$ 8,415	\$ 8,415	\$ -	\$ -	\$ 8,415
Add Twin Exchanger at HX-2	14/15	\$ 100,000	\$ 5,361	\$ 5,687	\$ 88,952	\$ 11,048
Cogen Energy Audit and Mass Balance Study	14/15	\$ 20,000	\$ 12,849	\$ 5,506	\$ 1,645	\$ 18,355
Campus Metering	14/15	\$ 50,000	\$ 18,148	\$ 28,046	\$ 3,806	\$ 46,194
Water Conservation - low flow toilets	14/15	\$ 19,000	\$ 18,943	\$ -	\$ 57	\$ 18,943
Emergency Exit Light Replacements (LED)	14/15	\$ 10,000	\$ 836	\$ -	\$ 9,164	\$ 836
Walker Complex Humidification Boiler Replacement	14/15	\$ 45,000	\$ 7,219	\$ 13,770	\$ 24,011	\$ 20,989
CFHBRC Asset Management Plan/Reserve Fund Study	14/15	\$ 42,900	\$ 20,992	\$ 2,896	\$ 19,012	\$ 23,888
Exam Desks & Chairs	14/15	\$ 40,000	\$ -	\$ 34,100	\$ 5,900	\$ 34,100
Vehicles - Ancillary Utility Vehicles	14/15	\$ 17,000	\$ 17,062	\$ -	\$ (62)	\$ 17,062
Vehicles - FM Small Equipment	14/15	\$ 10,000	\$ 9,493	\$ -	\$ 507	\$ 9,493
Vehicles - Security	14/15	\$ 55,000	\$ 46,394	\$ -	\$ 8,606	\$ 46,394
Reserve Fund Studies (Schmon Tower et al)	14-15	\$ 25,000	\$ -	\$ 23,091	\$ 1,909	\$ 23,091
Goodman School of Business-Alternative Planning	14-15	\$ 125,000	\$ 119,901	\$ 5,020	\$ 79	\$ 124,921
Artificial Turf Sports Field - Design Fees	14-15	\$ 60,325	\$ 30,418	\$ 29,907	\$ -	\$ 60,325
Annual Controls Conversion	14-15	\$ 75,000	\$ 67,386	\$ 9,312	\$ (1,698)	\$ 76,698
BRIC Parking Lot Rebuild	14-15	\$ 253,000	\$ 239,390	\$ -	\$ 13,610	\$ 239,390
Asphalt Repairs to Various Roads	14-15	\$ 45,000	\$ -	\$ 49,601	\$ (4,601)	\$ 49,601
Gateway Furniture	14-15	\$ 300,000	\$ -	\$ 290,800	\$ 9,200	\$ 290,800
Furniture Repl-residence	14-15	\$ 100,000	\$ -	\$ 110,543	\$ (10,543)	\$ 110,543
MC "A" Roofs 57,58	15-16	\$ 425,000	\$ -	\$ 323,542	\$ 101,458	\$ 323,542
Swimming Pool Hydraulic Cylinder Renewal	15-16	\$ 75,000	\$ -	\$ 3,476	\$ 71,524	\$ 3,476
MCC F314 Modifications 2-2016	15-16	\$ 12,107	\$ -	\$ 12,107	\$ -	\$ 12,107
FM Staff Vehicle Replacement - Used	15-16	\$ 18,000	\$ -	\$ 23,955	\$ (5,955)	\$ 23,955
Campus Security New and Replacement Vehicle	15-16	\$ 35,000	\$ -	\$ 25,943	\$ 9,057	\$ 25,943
MIWSFPA vehicle	15-16	\$ 35,000	\$ -	\$ 24,335	\$ 10,665	\$ 24,335
Community & Ancillary Services (Conf Serv RTV's)	15-16	\$ 21,000	\$ -	\$ 19,165	\$ 1,835	\$ 19,165
Village Furniture Replacement	15-16	\$ 100,000	\$ -	\$ 99,149	\$ 851	\$ 99,149
Podium Roof	15-16	\$ 435,000	\$ -	\$ 624,036	\$ (189,036)	\$ 624,036
Install Dehumidifiers - Cairns	15-16	\$ 52,757	\$ -	\$ 52,757	\$ -	\$ 52,757
Library 6th Floor Group Learning Space	15-16	\$ 109,416	\$ 3,359	\$ 106,057	\$ -	\$ 109,416
"2000 Year" Relocation	15-16	\$ -	\$ -	\$ 39,962	\$ (39,962)	\$ 39,962
Village Residence Underground Conduit	15-16	\$ 115,000	\$ -	\$ -	\$ 115,000	\$ -
Total Completed Non IT Projects		\$ 4,770,210	\$ 2,521,040	\$ 2,019,640	\$ 229,530	\$ 4,540,681

2014/15 & 2015/16 LONG TERM CAPITAL PLAN (NON IT)										
REMAINING PROJECTS										
Project Name	Bdgt Year	Revised Funding (A)	14/15 Actual Costs (B)	15/16 Actual Costs to Date (February 4, 2016)	15/16 Projected Cost (C)	16/17 Projected Cost (D)	17/18 Projected Cost (E)	18/19 Projected Cost (F)	Total Project Variance (A-B-C-D-E-F)	Total Projected Cost at Completion (B+C+D+E+F)
MAJOR CAPITAL										
Schmon Tower Atrium	14-15	\$ 6,623							\$ 6,623	\$ -
Artificial Turf Sports Field (Construction)	15-16	\$ 1,500,135		\$ 1,474,825	\$ 1,500,135				\$ -	\$ 1,500,135
Goodman School of Business	15-16	\$ 22,000,000		\$ 372,314	\$ 1,200,000	\$ 7,400,000	\$ 13,250,000	\$ 150,000	\$ -	\$ 22,000,000
Goodman School of Business	15-16	\$ 2,000,000		\$ -			\$ 2,000,000		\$ -	\$ 2,000,000
Total Major Capital		\$ 25,506,758	\$ -	\$ 1,847,139	\$ 2,700,135	\$ 7,400,000	\$ 15,250,000	\$ 150,000	\$ 6,623	\$ 25,500,135
NEW CONSTRUCTION & REPLACEMENT (UNDER \$1 MILLION)										
Data Centre Generator	15-16	\$ 250,000		\$ 20,475	\$ 30,300	\$ 41,400			\$ 178,300	\$ 71,700
Total New Construction & Replacement		\$ 250,000	\$ -	\$ 20,475	\$ 30,300	\$ 41,400	\$ -	\$ -	\$ 178,300	\$ 71,700
BUILDINGS										
Mackenzie Chown Fire Alarm Replacement	14-15	\$ 1,402,000	\$ 362,839	\$ 609,805	\$ 1,039,161				\$ -	\$ 1,402,000
Aquatic Centre Structural Repair - Ph 1 Design	14-15	\$ 150,000	\$ 51,971	\$ 47,176	\$ 98,029				\$ -	\$ 150,000
POST MIWSFPA- SOS THEATRE Upgrades -Design Fees	14-15	\$ 87,381	\$ -	\$ 41,444	\$ 87,381				\$ -	\$ 87,381
POST MIWSFPA- Thistle Upgrades - Design Fees	14-15	\$ 85,313	\$ 23,477	\$ 53,325	\$ 61,836				\$ -	\$ 85,313
POST MIWSFPA- Schmon Tower Upgrades - Design Fees	14-15	\$ 62,046	\$ 21,964	\$ 16,709	\$ 40,082				\$ -	\$ 62,046
POST MIWSFPA- Glenridge/EA Upgrades - Design Fees	14-15	\$ 40,260	\$ 7,033	\$ 29,688	\$ 33,227				\$ -	\$ 40,260
Walker Complex - Fac of AHS Air Quality Upgrades -Design	14-15	\$ 60,000	\$ 30	\$ 2,830	\$ 7,830	\$ 38,140	\$ 14,000		\$ -	\$ 60,000
East Academic Site Work	14-15	\$ 50,000		\$ 50,589	\$ 61,600				\$ (11,600)	\$ 61,600
Print Shop Lift (G Block Elevator)	14-15	\$ 60,600	\$ 7,658	\$ 59,316	\$ 92,342				\$ (39,400)	\$ 100,000
Aquatic Centre Structural Repair	15-16	\$ 1,200,000		\$ 988,113	\$ 1,125,000				\$ 75,000	\$ 1,125,000
High Voltage Equipment Renewal	15-16	\$ 75,000	\$ 9,917	\$ 18,960	\$ 65,083				\$ -	\$ 75,000
Annual Controls Conversion	15-16	\$ 32,500		\$ 31,031	\$ 31,031				\$ 1,469	\$ 31,031
600 V Sub-Station Deficiencies	15-16	\$ 85,000		\$ 3,793	\$ 3,793	\$ 80,000			\$ 1,207	\$ 83,793
Walker Complex-FAHS Air Quality Upgrades	15-16	\$ 1,000,000		\$ -	\$ -	\$ 300,000	\$ 700,000		\$ -	\$ 1,000,000
BUSU Bus Shelters	15-16	\$ -		\$ 10,388	\$ 40,000				\$ (40,000)	\$ 40,000
Schmon Tower 3rd Fir Carpet Repl.	15-16	\$ -		\$ -	\$ 40,000				\$ (40,000)	\$ 40,000
Schmon Tower Lobby Floor	15-16	\$ -		\$ -	\$ 20,000	\$ 130,000			\$ (150,000)	\$ 150,000
Schmon Tower Air Intake Concrete Repair	15-16			\$ -	\$ 75,000				\$ (75,000)	\$ 75,000
GLN Emergency Elevator Repair	15-16	\$ 34,149		\$ 33,474	\$ 80,000				\$ (45,851)	\$ 80,000
Aquatic Project Costs	15-16			\$ 11,247	\$ 11,247	\$ -			\$ (11,247)	\$ 11,247
Total Buildings		\$ 4,424,249	\$ 484,889	\$ 2,007,887	\$ 3,012,642	\$ 548,140	\$ 714,000	\$ -	\$ (335,422)	\$ 4,759,671
ROADS, PARKING LOTS, WALKWAYS, STRUCTURES, SURFACE DRAINAGE										
Third Campus Entrance Design	14-15	\$ 45,000	\$ 9,543	\$ 0		\$ 35,457			\$ -	\$ 45,000
Total Roads, Parking Lots, etc.		\$ 45,000	\$ 9,543	\$ 0	\$ -	\$ 35,457	\$ -	\$ -	\$ -	\$ 45,000
SURFACE/ABOVE, SUB-SURFACE UTILITIES, DISTRIBUTION										
Back-flow Prevention - St. Catharines	14-15	\$ 50,000	\$ 698	\$ 13,920	\$ 49,302	\$ -			\$ -	\$ 50,000
Potable Water Piping Master Plan/Design (for tunnel and buried piping)	14-15	\$ 110,000			\$ 110,000				\$ -	\$ 110,000
Stormwater Management Facility	14-15	\$ 215,000		\$ 217		\$ 215,000			\$ -	\$ 215,000
Back-Flow Prevention - St. Catharines	15-16	\$ 50,000		\$ -	\$ -	\$ 50,000			\$ -	\$ 50,000
Total Surface/Above, Sub-Surface Utilities, etc.		\$ 425,000	\$ 698	\$ 14,137	\$ 159,302	\$ 265,000	\$ -	\$ -	\$ -	\$ 425,000
ADAPTATIONS, RENOVATIONS AND MAJOR RENEWAL										
CDH Facility Plan- Design	14-15	\$ 25,000	\$ 4,010	\$ 9,803	\$ 14,928	\$ 6,398			\$ (335)	\$ 25,335
MC C308 Classroom Renovation	14-15	\$ 24,016		\$ 12,201	\$ 24,016				\$ -	\$ 24,016
CDH Facilities Plan-Construction	15-16	\$ 179,000	\$ 517	\$ (517)	\$ -	\$ 178,483			\$ -	\$ 179,000
MIWSFPA- Thistle Upgrades	15-16	\$ 776,299		\$ 456,409	\$ 776,299				\$ -	\$ 776,299
MIWSFPA- Schmon Tower Upgrades	15-16	\$ 269,318		\$ 247,003	\$ 269,318				\$ -	\$ 269,318
MIWSFPA- Glenridge/East Academic Upgrades	15-16	\$ 372,036		\$ 15,286	\$ 376,125	\$ 196,196			\$ (200,285)	\$ 572,321
MIWSFPA- SOS Theatre Upgrades	15-16	\$ 107,347		\$ 115,940	\$ 107,347				\$ -	\$ 107,347
MC C405 and C407 Classroom Renovation	15-16	\$ 30,278		\$ 16,937	\$ 30,278				\$ -	\$ 30,278
A207,A242,E208 Marketing/Comm. Renovations	15-16	\$ 18,113		\$ 18,113	\$ 18,113				\$ 0	\$ 18,113
EA Learning Space ITS/AV Modernization	15-16	\$ 190,000	\$ 14,124	\$ 174,621	\$ 175,876				\$ -	\$ 190,000
2014/15 & 2015/16 LONG TERM CAPITAL PLAN (NON IT)										
REMAINING PROJECTS										
Project Name	Bdgt Year	Revised Funding (A)	14/15 Actual Costs (B)	15/16 Actual Costs to Date (February 4, 2016)	15/16 Projected Cost (C)	16/17 Projected Cost (D)	17/18 Projected Cost (E)	18/19 Projected Cost (F)	Total Project Variance (A-B-C-D-E-F)	Total Projected Cost at Completion (B+C+D+E+F)
EA Seminar Room and Flat Classroom Renewal	15-16	\$ 100,000	\$ -	\$ 63	\$ 100,000				\$ -	\$ 100,000
Washroom Upgrades - MC Chown	15-16	\$ -		\$ 38,386	\$ 45,000				\$ (45,000)	\$ 45,000
Biosafety Legislation Renovations	15-16			\$ -	\$ 59,000				\$ (59,000)	\$ 59,000

Total Adaptations, Renovations & Major Renewal		\$ 2,091,407	\$ 18,651	\$ 1,104,243	\$ 1,996,299	\$ 381,077	\$ -	\$ -	\$ (304,620)	\$ 2,396,027
AODA (ACCESSIBLE BUILT ENVIRONMENT)										
Single Use Accessible Washroom Call Stations	14-15	\$ 25,000		\$ 3,309	\$ 20,000	\$ 5,000			\$ -	\$ 25,000
Exterior Paths of Travel (Design of Public Spaces)	14-15	\$ 95,000	\$ 14,758	\$ 9,881	\$ 15,242	\$ 65,000			\$ -	\$ 95,000
Jubilee Court & Decew Ramps	14-15	\$ 125,000	\$ 5,042	\$ 81,968	\$ 119,958				\$ -	\$ 125,000
Exterior Routes of Travel	15-16	\$ 25,000		\$ -	\$ 10,000	\$ 15,000			\$ -	\$ 25,000
Life Safety-Visual Alarms (WC,BRIC,WH)	15-16	\$ 25,000		\$ -	\$ 7,000	\$ 18,000			\$ -	\$ 25,000
Parking Curb Cuts/Accessible Spaces	15-16	\$ 15,000		\$ -	\$ 3,000	\$ 12,000			\$ -	\$ 15,000
Traditional Residences Auto Door Operators	15-16	\$ 60,000	\$ -	\$ -	\$ 54,000	\$ 6,000			\$ -	\$ 60,000
Total AODA		\$ 370,000	\$ 19,800	\$ 95,159	\$ 229,200	\$ 121,000	\$ -	\$ -	\$ -	\$ 370,000
ENERGY CONSERVATION & DEMAND MANAGEMENT										
Lighting Conversion Main Campus	14-15	\$ 30,000	\$ 336	\$ 16,094	\$ 96,899				\$ (67,235)	\$ 97,235
CBF Supply and Exhaust Air Improvements(CFHBC)	14-15	\$ 100,000		\$ 1,158	\$ 10,000	\$ 90,000			\$ -	\$ 100,000
Energy Audits for Key Buildings and Areas	14-15	\$ 20,000	\$ 11,363	\$ 5,979	\$ 8,437	\$ 5,200			\$ (5,000)	\$ 25,000
Water Treatment Review (CFHBC)	14-15	\$ 10,000		\$ -	\$ 7,500	\$ 2,500			\$ -	\$ 10,000
Total Energy Conservation & Demand Management		\$ 160,000	\$ 11,699	\$ 23,231	\$ 122,836	\$ 97,700	\$ -	\$ -	\$ (72,235)	\$ 232,235
AUDITS & STUDIES										
Campus Plan Update	14-15	\$ 200,000	\$ 13,201	\$ 152,071	\$ 211,799				\$ (25,000)	\$ 225,000
Athletics & Rec.Services Facility Needs Study	14-15	\$ 35,000		\$ 1,112	\$ 35,000				\$ -	\$ 35,000
Residence Reserve Fund Study	14-15	\$ 200,000		\$ 73,640	\$ 100,000	\$ 100,000			\$ -	\$ 200,000
Facility Condition Audits (VFA)	15-16	\$ 75,000		\$ 4,154	\$ 75,000				\$ -	\$ 75,000
Parking Lot Audit/Master Plan	15-16	\$ 53,500		\$ -	\$ 53,500				\$ -	\$ 53,500
Total Audits & Studies		\$ 563,500	\$ 13,201	\$ 230,976	\$ 475,299	\$ 100,000	\$ -	\$ -	\$ (25,000)	\$ 588,500
OTHER										
Replace Sankey Chairs and Tables	14-15	\$ 36,560		\$ -	\$ 36,560				\$ -	\$ 36,560
Restoration of Path of Possibilities Sculpture	14-15	\$ 10,000		\$ -	\$ -	\$ 10,000			\$ -	\$ 10,000
Move 3 Corten Sculptures to MIWSFPA	14-15	\$ 25,000	\$ 894	\$ 33,322	\$ 33,322				\$ (9,216)	\$ 34,216
Gateway - LED Messaging Sign	14-15	\$ 95,000		\$ 76,776	\$ 95,000				\$ -	\$ 95,000
Total Other		\$ 166,560	\$ 894	\$ 110,098	\$ 164,882	\$ 10,000	\$ -	\$ -	\$ (9,216)	\$ 175,776
RESIDENCES										
Prox. Card access system - residence	14-15	\$ 150,000	\$ 134	\$ 976	\$ 14,866	\$ 135,000			\$ -	\$ 150,000
Lowenberger Carpeting Replacement	15-16	\$ 150,000	\$ 4,648	\$ 110,596	\$ 113,899	\$ 31,453			\$ (0)	\$ 150,000
DeCew Lighting Retrofit	15-16	\$ 200,000	\$ 1,498	\$ 4,941	\$ 12,502	\$ 186,000			\$ -	\$ 200,000
Lowenberger Cladding Replacement	15-16	\$ 200,000	\$ -	\$ -	\$ 20,000	\$ 180,000			\$ -	\$ 200,000
Village Fire Alarm/Emergency Notification	15-16	\$ 1,140,000	\$ 15,717	\$ 910,441	\$ 888,201				\$ 236,082	\$ 903,918
Village Exterior Court Lighting (Final Phase)	15-16	\$ 50,000	\$ -	\$ -	\$ 27,626				\$ 22,374	\$ 27,626
Miscellaneous Bedroom Painting (Res)	15-16	\$ 150,000	\$ -	\$ -	\$ 7,000	\$ 143,000			\$ -	\$ 150,000
Miscellaneous Public Area Painting (Res)	15-16	\$ 50,000	\$ -	\$ -	\$ 4,000	\$ 46,000			\$ -	\$ 50,000
Village Interior Renewal (Painting,Furniture,etc)	15-16	\$ 67,500	\$ -	\$ -	\$ 4,000	\$ 63,500			\$ -	\$ 67,500
Decew Painting Renewal	15-16	\$ 100,000	\$ -	\$ -	\$ 5,000	\$ 95,000			\$ -	\$ 100,000
Total Residences		\$ 2,257,500	\$ 21,997	\$ 1,026,954	\$ 1,097,094	\$ 879,953	\$ -	\$ -	\$ 258,456	\$ 1,999,044
VEHICLES AND WHEELED EQUIPMENT										
Main Campus Restricted New & Replacement Vehicles	15-16	\$ 28,000		\$ 15,667	\$ 22,854				\$ 5,146	\$ 22,854
Maintenance & Utilities Replacement Vehicles	15-16	\$ 28,500		\$ -	\$ 35,063				\$ (6,563)	\$ 35,063
Small Equipment	15-16	\$ 32,000		\$ 26,843	\$ 32,000				\$ -	\$ 32,000
Total Vehicles and Wheeled Equipment		\$ 88,500	\$ -	\$ 42,510	\$ 89,917	\$ -	\$ -	\$ -	\$ (1,417)	\$ 89,917
Total Remaining 14/15 & 15/16 Projects		\$ 36,348,474	\$ 581,372	\$ 6,522,808	\$ 10,077,906	\$ 9,879,727	\$ 15,964,000	\$ 150,000	\$ (304,530)	\$ 36,653,004
2014/15 & 2015/16 LONG TERM CAPITAL PLAN (NON IT)										
		\$ 41,118,684	\$ 3,102,412	\$ 8,542,448	\$ 12,097,546	\$ 9,879,727	\$ 15,964,000	\$ 150,000	\$ (75,000)	\$ 41,193,685

2016/17 LONG TERM CAPITAL PLAN (NON IT)										
Project Name	Bdgt Year	Approved Funding (A) (Note 1)	14/15 Actual Costs (B)	15/16 Actual Costs to Date (February 4, 2016)	Total 15/16 Projected Cost (C)	Total 16/17 Projected Cost (D)	Total 17/18 Projected Cost (E)	Total 18/19 Projected Cost (F)	Total Project Variance (A-B-C-D-E-F)	Total Projected Cost at Completion (B+C+D+E+F)
MAJOR CAPITAL										
Schmon Tower Student Services Ctre Atrium	16-17	\$ 50,000				\$ 50,000			\$ -	\$ 50,000
International Centre Building Phase 2	16-17	\$ 20,000				\$ 20,000			\$ -	\$ 20,000
Heritage Plaza - Brock-Niagara Centre for Health & Wellbeing	16-17	\$ 50,000				\$ 50,000			\$ -	\$ 50,000
Schmon Tower Renewal	16-17	\$ 80,000			\$ 40,000	\$ 40,000			\$ -	\$ 80,000
Third Campus Entrance & Grounds Yard Relocation	16-17	\$ 188,312				\$ 188,312			\$ -	\$ 188,312
Total Major Capital		\$ 388,312		\$ -	\$ 40,000	\$ 348,312	\$ -	\$ -	\$ -	\$ 388,312
BUILDINGS										
Annual Controls Conversion	16-17	\$ 42,500				\$ 42,500			\$ -	\$ 42,500
CUB Cooling Tower Renewal	16-17	\$ 100,000			\$ 85,000	\$ 15,000			\$ -	\$ 100,000
High Voltage Equipment Renewal	16-17	\$ 75,000				\$ 75,000			\$ -	\$ 75,000
600 V Sub-Station Deficiencies	16-17	\$ 85,000				\$ 85,000			\$ -	\$ 85,000
Podium Roof Phase 2	16-17	\$ 450,000				\$ 450,000			\$ -	\$ 450,000
MC "D" Block Roof	16-17	\$ 325,000				\$ 325,000			\$ -	\$ 325,000
Central Utilities - Training Classroom Portable	16-17	\$ 100,000				\$ 25,000			\$ 75,000	\$ 25,000
Flooring Renewal Program	16-17	\$ 50,000				\$ 50,000			\$ -	\$ 50,000
Interior & Exterior Door Renewal	16-17	\$ 50,000				\$ 50,000			\$ -	\$ 50,000
Alumni Greenhouse Demolition & Site Restoration	16-17	\$ 75,000			\$ 10,000	\$ 65,000			\$ -	\$ 75,000
Total Buildings		\$ 1,352,500		\$ -	\$ 95,000	\$ 1,182,500	\$ -	\$ -	\$ 75,000	\$ 1,277,500
ROADS, PARKING LOTS, WALKWAYS, STRUCTURES, SURFACE DRAINAGE										
University Rd. West from Lot P to Alphon's	16-17	\$ 650,000				\$ 650,000			\$ -	\$ 650,000
University Rd. East - CFHRBC Kiss & Ride	16-17	\$ 100,000				\$ 100,000			\$ -	\$ 100,000
Aboriginal Student's Garden	16-17	\$ 35,000				\$ 35,000			\$ -	\$ 35,000
Capital Contribution - Merritville Hwy Upgrades	16-17	\$ 35,000				\$ 35,000			\$ -	\$ 35,000
Total Roads, Parking Lots, Walkways, etc.		\$ 820,000		\$ -	\$ -	\$ 820,000	\$ -	\$ -	\$ -	\$ 820,000
ADAPTATIONS, RENOVATIONS AND MAJOR RENEWAL										
Phase 2 - Post MIWSFPA Thistle & Schmon Twr upgrades	16-17	\$ 1,093,295			\$ 40,000	\$ 1,053,295			\$ -	\$ 1,093,295
Phase 2 - Post MIWSFPA SOS Theatre & East Academic upgrades	16-17	\$ 2,106,705			\$ 80,000	\$ 2,026,705			\$ -	\$ 2,106,705
Centre for Digital Humanities	16-17	\$ 270,000				\$ 270,000			\$ -	\$ 270,000
Classroom Modernization & Renewal	16-17	\$ 525,000			\$ 15,000	\$ 510,000			\$ -	\$ 525,000
CFHRBC 400 Level Alterations - Kinesiology Grad	16-17	\$ 25,000			\$ 5,000	\$ 20,000			\$ -	\$ 25,000
One Stop - Student Services	16-17	\$ 160,000			\$ 10,000	\$ 150,000			\$ -	\$ 160,000
13th Floor Board Room Chair Replacement	16-17	\$ 20,000				\$ 20,000			\$ -	\$ 20,000
Total Adaptations, Renovations & Major Renewal		\$ 4,200,000		\$ -	\$ 150,000	\$ 4,050,000	\$ -	\$ -	\$ -	\$ 4,200,000
AODA (ACCESSIBLE BUILT ENVIRONMENT)										
Single Use Accessible Washroom Call Stations	16-17	\$ 72,000		\$ -	\$ 7,000	\$ 65,000			\$ -	\$ 72,000
Academic Service Counters	16-17	\$ 28,000		\$ -		\$ 28,000			\$ -	\$ 28,000
CUB Elevator	16-17	\$ 50,000		\$ -		\$ 50,000			\$ -	\$ 50,000
Admin Service Counters	16-17	\$ 27,000		\$ -		\$ 27,000			\$ -	\$ 27,000
Total AODA		\$ 177,000		\$ -	\$ 7,000	\$ 170,000	\$ -	\$ -	\$ -	\$ 177,000
AUDITS & STUDIES										
Facility Needs & Priorities (FN&P) Study	16-17	\$ 250,000				\$ 250,000			\$ -	\$ 250,000
Facility Condition Audits	16-17	\$ 75,000			\$ 75,000				\$ -	\$ 75,000
VFA Asset Database Maintenance Services	16-17	\$ 20,500			\$ 20,500				\$ -	\$ 20,500
Thistle Classrms - Renewal & Accessibility Study	16-17	\$ 75,000				\$ 75,000			\$ -	\$ 75,000
Pond Inlet Renovation	16-17	\$ 25,000				\$ 25,000			\$ -	\$ 25,000
Capital Asset Management Planning	16-17	\$ 30,000			\$ 20,000	\$ 10,000			\$ -	\$ 30,000
Space Audits	16-17	\$ 20,000				\$ 20,000			\$ -	\$ 20,000
Total Audits & Studies		\$ 495,500		\$ -	\$ 115,500	\$ 380,000	\$ -	\$ -	\$ -	\$ 495,500

2016/17 LONG TERM CAPITAL PLAN (NON IT)										
Project Name	Bdgt Year	Approved Funding (A) (Note 1)	14/15 Actual Costs (B)	15/16 Actual Costs to Date (February 4, 2016)	Total 15/16 Projected Cost (C)	Total 16/17 Projected Cost (D)	Total 17/18 Projected Cost (E)	Total 18/19 Projected Cost (F)	Total Project Variance (A-B-C-D-E-F)	Total Projected Cost at Completion (B+C+D+E+F)
RESIDENCES										
Village Furniture Replacement - Phase 2	16-17	\$ 100,000				\$ 100,000			\$ -	\$ 100,000
Decew Furniture replacement - Phase 2	16-17	\$ 100,000				\$ 100,000			\$ -	\$ 100,000
Proximity Card Access System	16-17	\$ 124,188			\$ 12,000	\$ 112,188			\$ -	\$ 124,188
Total Residences		\$ 324,188		\$ -	\$ 12,000	\$ 312,188	\$ -	\$ -	\$ -	\$ 324,188
VEHICLES AND WHEELED EQUIPMENT										
Replace FM 002 (RTV)	16-17	\$ 22,000				\$ 22,000			\$ -	\$ 22,000
Replace FM 023 (CAT IT Loader)	16-17	\$ 135,000				\$ 135,000			\$ -	\$ 135,000
Replace FM 028 (Kubota 3680 Mower)	16-17	\$ 36,000				\$ 36,000			\$ -	\$ 36,000
Replace FM 057 (Full size van)	16-17	\$ 33,500				\$ 33,500			\$ -	\$ 33,500
Replace FM 060 (Full size van)	16-17	\$ 33,500				\$ 33,500			\$ -	\$ 33,500
Trailer-Mounted Emergency Generator	16-17	\$ 70,000				\$ 70,000			\$ -	\$ 70,000
Total Vehicles and Wheeled Equipment		\$ 330,000		\$ -	\$ -	\$ 330,000	\$ -	\$ -	\$ -	\$ 330,000
TOTAL 16/17 LONG TERM CAPITAL PLAN (NON IT)		\$ 8,087,500		\$ -	\$ 419,500	\$ 7,593,000	\$ -	\$ -	\$ 75,000	\$ 8,012,500
14/15 & 15/16 & 16/17 LONG TERM CAPITAL PLAN (NON IT)		\$ 49,206,184	\$ 3,102,412	\$ 8,542,448	\$ 12,517,046	\$ 17,472,727	\$ 15,964,000	\$ 150,000	\$ (0)	\$ 49,206,185

Note 1: 16/17 Budgets not allocated until May 1, 2016

Q3 Funding Adjustment - Transfer from Operating Account

2014/15 & 2015/16 LONG TERM CAPITAL PLAN (IT)						
COMPLETED PROJECTS						
Project Name	Budget Year	Approved Funding (A)	14/15 Actual Costs (B)	Actual Costs to February 4, 2016 (C)	Project Variance (A-B-C)	Cost at Completion
Bookstore move to Chase PaymenTech	14/15	\$ 20,000	\$ 37,034	\$ -	\$ (17,034)	\$ 37,034
Security (Door Security)	14/15	\$ 30,000	\$ 29,155	\$ -	\$ 845	\$ 29,155
UPS Replacement - Batteries	14/15	\$ 35,000	\$ 34,578	\$ -	\$ 422	\$ 34,578
CCTV Evergreening	14/15	\$ 25,000	\$ 27,044	\$ -	\$ (2,044)	\$ 27,044
CATV	14/15	\$ 10,000	\$ 9,799	\$ -	\$ 201	\$ 9,799
Computer Redeployment	14/15	\$ 186,000	\$ 185,832	\$ -	\$ 168	\$ 185,832
Audio Visual BAU 2014	14/15	\$ 50,000	\$ 48,842	\$ 118	\$ 1,040	\$ 48,960
Space Planning - Archibus	14/15	\$ 34,331	\$ 1,705	\$ 35,502	\$ (2,876)	\$ 37,207
Incident Management Software	14/15	\$ 32,600	\$ 31,873	\$ 544	\$ 183	\$ 32,417
Disk Storage Replacement	14/15	\$ 21,009	\$ 111	\$ 3,776	\$ 17,122	\$ 3,887
Contract Management	14/15	\$ -	\$ -	\$ -	\$ -	\$ -
Conversion of Analog Cameras	14/15	\$ 72,000	\$ 61,434	\$ 10,368	\$ 198	\$ 71,802
Microsoft Dynamics/CRM	14/15	\$ 11,000	\$ -	\$ -	\$ 11,000	\$ -
Wireless Administrative - EG	15/16	\$ 102,000	\$ -	\$ 102,000	\$ 0	\$ 102,000
Gateway Residence	15/16	\$ 64,000	\$ -	\$ 64,000	\$ -	\$ 64,000
Wireless Administrative - Growth	15/16	\$ 42,500	\$ -	\$ 43,340	\$ (840)	\$ 43,340
Total Completed IT Projects		\$ 735,440	\$ 467,407	\$ 259,648	\$ 8,385	\$ 727,055

2014/15 & 2015/16 LONG TERM CAPITAL PLAN (IT)									
REMAINING PROJECTS									
Project Name	Budget Year	Revised Funding (A)	14/15 Actual Costs (B)	15/16 Actual Costs to February 4, 2016	15/16 Projected Cost (C)	16/17 Projected Cost (D)	Projected Variance (A-B-C-D)	Projected Cost at Completion (B+C+D)	
IT INFRASTRUCTURE									
Sharepoint Infrastructure	14/15	\$ 126,000	\$ 24,437	\$ 51,069	\$ 101,563	\$ -	\$ -	\$ 126,000	
Cloud Readiness	14/15	\$ 39,000	\$ -	\$ 14,560	\$ 39,000	\$ -	\$ -	\$ 39,000	
Cloud Student Email	14/15	\$ 25,000	\$ 15,331	\$ -	\$ 9,669	\$ -	\$ -	\$ 25,000	
PCI Compliance	15/16	\$ 45,000	\$ -	\$ 20,061	\$ 45,000	\$ -	\$ -	\$ 45,000	
Office & Lab Renovations	15/16	\$ 60,000	\$ -	\$ 6,526	\$ 40,000	\$ 20,000	\$ -	\$ 60,000	
Total IT Infrastructure		\$ 295,000	\$ 39,768	\$ 92,216	\$ 235,232	\$ 20,000	\$ -	\$ 295,000	

HARDWARE EVERGREENING & GROWTH									
Network Switches	14/15	\$ 325,000	\$ 173,703	\$ 137,418	\$ 151,297	\$ -	\$ -	\$ 325,000	
BAU - Evergreening - Residence	14/15	\$ 373,992	\$ 170,947	\$ 199,995	\$ 203,045	\$ -	\$ -	\$ 373,992	
Network Switches - Administrative - EG	15/16	\$ 42,800	\$ -	\$ 61	\$ 42,800	\$ -	\$ -	\$ 42,800	
Network Switches - Residences - EG	15/16	\$ 53,950	\$ -	\$ -	\$ 53,950	\$ -	\$ -	\$ 53,950	
Network Switches - Residences - Growth	15/16	\$ 13,000	\$ -	\$ -	\$ 13,000	\$ -	\$ -	\$ 13,000	
Network Appliances - Administrative - Growth	15/16	\$ 70,000	\$ -	\$ 60,024	\$ 70,000	\$ -	\$ -	\$ 70,000	
A.V. (Including Video Conferencing) - Growth	15/16	\$ 49,250	\$ -	\$ 42,979	\$ 49,250	\$ -	\$ -	\$ 49,250	
A.V. (Including Video Conferencing) - EG	15/16	\$ 48,400	\$ -	\$ 35,959	\$ 48,400	\$ -	\$ -	\$ 48,400	
Wireless Residence - EG	15/16	\$ 55,250	\$ -	\$ 39,907	\$ 55,250	\$ -	\$ -	\$ 55,250	
Wireless Residence - Growth	15/16	\$ 264,000	\$ -	\$ 222,690	\$ 264,000	\$ -	\$ -	\$ 264,000	
Cable Television System - Residence	15/16	\$ 4,500	\$ -	\$ 2,758	\$ 4,500	\$ -	\$ -	\$ 4,500	
Telephone System - Administrative	15/16	\$ 1,800	\$ -	\$ -	\$ 1,800	\$ -	\$ -	\$ 1,800	
Telephone System - Residence	15/16	\$ 1,800	\$ -	\$ -	\$ 1,800	\$ -	\$ -	\$ 1,800	
Disk Storage Growth	15/16	\$ 237,750	\$ -	\$ 241,281	\$ 237,750	\$ -	\$ -	\$ 237,750	

2014/15 & 2015/16 LONG TERM CAPITAL PLAN (IT)								
REMAINING PROJECTS								
Project Name	Budget Year	Revised Funding (A)	14/15 Actual Costs (B)	15/16 Actual Costs to February 4, 2016	15/16 Projected Cost (C)	16/17 Projected Cost (D)	Projected Variance (A-B-C-D)	Projected Cost at Completion (B+C+D)
Data Back-Up - EG	15/16	\$ 45,000	\$ -	\$ 42,579	\$ 45,000	\$ -	\$ -	\$ 45,000
Security Door Consolidation	15/16	\$ 45,000	\$ -	\$ 10,515	\$ 45,000	\$ -	\$ -	\$ 45,000
Cameras & Alarm Systems - EG	15/16	\$ 22,500	\$ -	\$ 10,222	\$ 22,500	\$ -	\$ -	\$ 22,500
Computer Purchase & Redeployment Program	15/16	\$ 265,000	\$ -	\$ 19,666	\$ 265,000	\$ -	\$ -	\$ 265,000
Total Hardware EG & Growth		\$ 1,918,992	\$ 344,650	\$ 1,066,054	\$ 1,574,342	\$ -	\$ -	\$ 1,918,992

ENTERPRISE SOFTWARE								
Microsoft Project Server	14/15	\$ 10,000	\$ -	\$ 10	\$ 10,000	\$ -	\$ -	\$ 10,000
Education Desktop/365	14/15	\$ 90,000	\$ -	\$ 758	\$ 90,000	\$ -	\$ -	\$ 90,000
Campus Security Incident/Dispatch Reporting Software	15/16	\$ 40,500	\$ -	\$ -	\$ 40,500	\$ -	\$ -	\$ 40,500
Software Development Tools For AODA	15/16	\$ 22,500	\$ -	\$ -	\$ 22,500	\$ -	\$ -	\$ 22,500
Configuration Management Software	15/16	\$ 18,000	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ 18,000
Architecture Planning Tool	15/16	\$ 13,500	\$ -	\$ -	\$ 13,500	\$ -	\$ -	\$ 13,500
Finance System Replacement	15/16	\$ 3,800,000	\$ -	\$ 688,017	\$ 2,411,394	\$ 1,388,606	\$ -	\$ 3,800,000
Total Enterprise Software		\$ 3,994,500	\$ -	\$ 688,785	\$ 2,605,894	\$ 1,388,606	\$ -	\$ 3,994,500

Total Remaining IT Projects		\$ 6,208,492	\$ 384,418	\$ 1,847,055	\$ 4,415,468	\$ 1,408,606	\$ -	\$ 6,208,492
TOTAL 2014/15 & 2015/16 LONG TERM CAPITAL PLAN (IT)		\$ 6,943,932	\$ 851,825	\$ 2,106,703	\$ 4,675,116	\$ 1,408,606	\$ 8,385	\$ 6,935,547

2016/17 LONG TERM CAPITAL PLAN (IT)								
Project Name	Budget Year	Approved Funding (A) (Note 1)	14/15 Actual Costs (B)	15/16 Actual Costs to February 4, 2016	15/16 Projected Cost (C)	16/17 Projected Cost (D)	Projected Variance (A-B-C-D)	Projected Cost at Completion (B+C+D)
IT INFRASTRUCTURE								
Payment Card Industry Audit	16/17	\$ 60,000				\$ 60,000	\$ -	\$ 60,000
Upgrade TH300,Gaming Program area,Print Shop. Central logging serv.	16/17	\$ 155,000				\$ 155,000	\$ -	\$ 155,000
Hamilton WAN Network Improvements	16/17	\$ 15,000				\$ 15,000	\$ -	\$ 15,000
Backup server for Video Centre	16/17	\$ 10,000				\$ 10,000	\$ -	\$ 10,000
Total IT Infrastructure		\$ 240,000	\$ -	\$ -	\$ -	\$ 240,000	\$ -	\$ 240,000

HARDWARE EVERGREENING & GROWTH								
Physical Security & Paging System Improvements	16/17	\$ 172,300				\$ 172,300	\$ -	\$ 172,300
Wireless Expansion-WH, SBH & TH	16/17	\$ 90,000				\$ 90,000	\$ -	\$ 90,000
Switches - PLZ	16/17	\$ 252,000				\$ 252,000	\$ -	\$ 252,000
Replace Edge Firewalls (HA)-Administrative	16/17	\$ 200,000				\$ 200,000	\$ -	\$ 200,000
Infrastructure Growth & VPN	16/17	\$ 214,000				\$ 214,000	\$ -	\$ 214,000
Data Centre & Campus UPS	16/17	\$ 80,000				\$ 80,000	\$ -	\$ 80,000
Replace PC's & Monitors	16/17	\$ 258,000				\$ 258,000	\$ -	\$ 258,000
Replace projectors WH, GLN & MC	16/17	\$ 15,000			\$ 15,000	\$ -	\$ -	\$ 15,000
Replace video conferencing equip CRN, Sankey & HR	16/17	\$ 31,500				\$ 31,500	\$ -	\$ 31,500
Upgrade Audio & Install control unit WH 147	16/17	\$ 35,000				\$ 35,000	\$ -	\$ 35,000

APPENDIX 2
CAPITAL RELATED PROJECT PROGRAM (IT)

2016/17 LONG TERM CAPITAL PLAN (IT)								
Project Name	Budget Year	Approved Funding (A) (Note 1)	14/15 Actual Costs (B)	15/16 Actual Costs to February 4, 2016	15/16 Projected Cost (C)	16/17 Projected Cost (D)	Projected Variance (A-B-C-D)	Projected Cost at Completion (B+C+D)
Wireless Expansion-LOW, GBV & EARP	16/17	\$ 480,000				\$ 480,000	\$ -	\$ 480,000
Switches-LOW, GBV & EARP	16/17	\$ 110,700				\$ 110,700	\$ -	\$ 110,700
Remove phones in rooms, deploy in common rooms-Residences	16/17	\$ 79,000			\$ 24,200	\$ 54,800	\$ -	\$ 79,000
Replace Edge Firewalls (HA)-Residences	16/17	\$ 235,000				\$ 235,000	\$ -	\$ 235,000
Replace UPS-Residences	16/17	\$ 10,000				\$ 10,000	\$ -	\$ 10,000
Total Hardware EG & Growth		\$ 2,262,500	\$ -	\$ -	\$ 39,200	\$ 2,223,300	\$ -	\$ 2,262,500
ENTERPRISE SOFTWARE								
Core Applications Development	16/17	\$ 639,000				\$ 639,000	\$ -	\$ 639,000
Finance System Replacement	16/17	\$ 1,000,000				\$ 1,000,000	\$ -	\$ 1,000,000
Sharepoint Forms Engine	16/17	\$ 35,000				\$ 35,000	\$ -	\$ 35,000
Total Enterprise Software		\$ 1,674,000	\$ -	\$ -	\$ -	\$ 1,674,000	\$ -	\$ 1,674,000
TOTAL 2016/17 LONG TERM CAPITAL PLAN (IT)		\$ 4,176,500	\$ -	\$ -	\$ 39,200	\$ 4,137,300	\$ -	\$ 4,176,500
14/15 & 15/16 & 16/17 LONG TERM CAPITAL PLAN (IT)		\$ 11,120,432	\$ 851,825	\$ 2,106,703	\$ 4,714,316	\$ 5,545,906	\$ 8,385	\$ 11,112,047

Note 1: 16/17 Budgets not allocated until May 1, 2016

Appendix #5 – Forecasted Funding Budget Presented in Accordance with Canadian Accounting Standards for Not-for-profit Organizations (“NFPS”)

The following is the forecasted funding budget presented in accordance with NFPS:

	2015-16 NFPS budget	2015-16 Adjusted Funding Budget Forecast	NFPS Entries	NFPS Re-class	2015-16 NFPS Forecast @ Jan 31
Revenue					
Student fees	150,998	151,379	-	-	151,379
Grant revenue	90,116	93,213	(864)	-	92,349
Internal Chargebacks		7,305		(7,305)	-
Other revenue	68,694	47,418	20,399		67,817
Total revenue	309,808	299,315	19,535	(7,305)	311,545
Expenses					
Personnel costs	(200,287)	(195,805)	(63)		(195,868)
Operating costs	(111,104)	(101,159)	(18,241)	7,305	(112,095)
Total expenses	(311,391)	(296,695)	(18,304)	7,304	(307,963)
Deficit before mitigation target	(1,583)	2,350	1,231	-	3,582
Mitigation target	3,937	-	N/A	N/A	-
Surplus/(Deficit)	2,354	2,350	1,231	-	3,582

Note: The NFPS budget is prepared on an accrual basis with working capital accounts estimated as constant.

Appendix #5 – Forecasted Funding Budget Presented in Accordance with Canadian Accounting Standards for Not-for-profit Organizations (continued)

The following is a review of the entries required to convert the funding budget to NFPS financial statements (Additional detail regarding these entries can be found on page 82 of the 2015-16 Budget Report):

	Budget	Forecast	Comments
Capital grants	(882)	(864)	Slight reduction in Facilities Renewal Grant.
Capital reserve	(1,000)	(1,000)	Transfer from reserves for the Walker Complex-FAHS air quality upgrades
Amortization of deferred capital contributions	7,952	7,106	Forecast is lower than the budget due to timing of projects and payments received. Forecast is in line with reduction in amortization of capital assets.
Research, including fellowships	12,396	12,396	Forecast is the same as budget as these accounts net with the expense adjustments below. These accounts are monitored internally; however, predictability is limited.
Endowments	1,589	1,589	Forecasted as budget. Currently investment income is trending positively toward budget.
Sinking fund	308	308	
Total revenue adjustments	20,363	19,535	
Amortization of capital assets	(18,805)	(18,250)	Forecast is lower than the budget due to timing of projects. Forecast is in line with reduction in amortization of deferred capital contributions.
Research, including fellowships	(12,396)	(12,396)	Forecast is the same as budget as these accounts net with the revenue adjustments above. These accounts are monitored internally; however, predictability is limited.
Endowments	(1,589)	(1,589)	Actual spending is expected to equal budget since spending is pre-approved, subject to finding recipients that meet donor restrictions.
Principal payments	2,172	2,172	Forecasted as budget. No change in debt strategy.
Debt reduction	475	475	Forecast based on proposed debt reduction recorded in the funding budget.
Capital purchases	12,197	11,347	Capital purchases are only adjusted for those funded through the funding budget without external or debt funding sources. Forecast is lower than budget due to greater visibility on capital project spending.
Employee future benefit reserve	900	900	Forecast based on proposed funding strategy for employee future benefits recorded in the funding budget.
Employee future benefit expense	(1,200)	(1,200)	Forecasted as budget. No change in employee future benefit or pension.
Pension	237	237	
Total expense adjustments	(18,009)	(18,304)	
Net impact	2,354	1,231	